

THE ANALYSIS OF INFLUENCE OF TEMPERAMENT TYPES IN MANAGEMENT

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Among the individual personality traits that strongly characterize human behavior, a special place belongs to temperament. Temperament is a genetically determined set of characteristics that remain unchanged from birth throughout life. It affects the individual's emotions and thinking, volitional action, affects pace and rhythm of language, behavior. The relevance of this topic is that temperament makes influence on the way how person works, relations with coworkers and that is why it is so important to know all positive and negative qualities of your temperament and benefit from them or control them.

According to the greatest scientist Pavlov I.P. there are four main types of temperaments: sanguine, choleric, phlegmatic and melancholic.

The sanguine temperament is characterized by high mental activity, vigor, working capacity, speed and vivacity of movements, fast tempo of speech. Manager with the sanguine temperament has positive qualities such as persistence, high mobility and easy adaptability to new circumstances, the ability to clearly and confidently operate during difficult situations, high productivity during dynamic work, optimism and a sense of humor, sociability and teamwork. Furthermore, sanguines particularly excel in offices that encourage creativity and innovation. On the other hand a sanguine-manager may show negative qualities such as formal attitude to their duties when they lose interest in their work, stubbornness and irritability in response to criticism, negligence in difficult situations.

Whatever the task, the tenacious choleric is on the job. With the innate need to control everything around them, choleric are marked by their domineering attitudes. Manager with the choleric temperament is characterized by quick reflexes and constant striving to be ahead of everyone. In difficult situations choleric-manager can act courageously because he/she likes to risk and conquer the danger. Choleric is very active, critical, initiative and independent at work. This person is very sociable and extremely sensitive to public opinion. On the other side this kind of manager can be very rude, judgmental and unrepentant, impatient and unsympathetic, tactless and manipulative. He/she can change friends very easily, often tends to take the specific position in the team, sometimes vindictive, vengeful. The mood of choleric often changes unexpectedly. Being laid off, he/she can be a leader of a group that violates the discipline.

The most balanced of the four temperaments, phlegmatics are marked by their slow, steady approaches and lackadaisical attitude. Manager with phlegmatic temperament has such positive qualities as confidence and self-control, perseverance and persistence, acting without fear in difficult situations, does not come into conflicts, tries to complete everything that is planned. This kind of manager is friendly, diplomatic and inoffensive, pleasant and balanced, adaptable and consistent, patient and controlled. Disadvantages of phlegmatic manager: hesitant, doubtful and sluggish, compromising and aimless, nonchalant and indifferent, uninvolved and unenthusiastic.

Marked by their scheduled and critical temperaments, melancholies are known for crossing their "T's" and dotting their "I's." To a melancholy, no detail is too insignificant or excessive. Manager with a melancholy temperament has some advantages. This kind of manager is analytical, detailed and orderly, considerate and respectful, sensitive and self-sacrificing, cultured and idealistic. However, this manager has weaknesses such as instability, impulsivity, a tendency to rash actions, expression of rudeness and irritability. Melancholic's perfectionism may make them critical or pessimistic, and they drive themselves crazy with their efforts to measure up to their own high standards.

After analyzing all types of temperaments I came to a conclusion that the advantages of one type of temperament can be disadvantages of another type. The research shows that managers that have strong and balanced nervous system achieve better results than managers with opposite qualities. Temperament doesn't fully influence on the character of person that is why an individual may develop qualities that are needed in job. Also manager should realize the advantages of his/her temperament and use them in work.

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